



WASHINGTON
COURTS

Washington State Court Improvement Program Strategic Plan FFY 2017-2021

The well being of children depends on all of us...



Overall Goal/Mission of CIP:

Improve outcomes for children and families in the child welfare system by increasing collaborative efforts of courts and child welfare partners.

Washington State Court Improvement Program Steering Committee Members

Co-Chairs:

Judge Gretchen Leanderson, Pierce County Superior Court

Commissioner Michelle Ressa, Spokane County Superior Court

Members:

Peggy Carlson, Foster Care Program Supervisor, Office of Superintendent of Public Instruction

Johnathan Hemphill, Network Representative, The Mockingbird Society

Judge Anne Hirsch, Thurston County Superior Court

Judge Barbara Mack, King County Superior Court

Jill Malat, Children's Representation Program, Washington State Office of Civil Legal Aid

Joanne Moore, Director, Washington State Office of Public Defense

Alise Morrissey, Advocacy Lead, Children's Home Society

Ron Murphy, Senior Director of Strategic Consulting, Casey Family Programs

Ryan Murrey, Director, Washington State Court Appointed Special Advocates

Bobbie Jo Norton, Muckleshoot Tribal Court Director

Dr. Joel Odimba, Regional Administrator, Department of Children, Youth and Families

Dennis Rabidou, Washington Association of Juvenile Court Administrators

Rachel Rappaport, Assistant Attorney General

CIP Team:

Cindy Bricker, CIP Director

Dr. Carl McCurley, Manager, Washington State Center for Court Research

Matt Orme, Senior Research Associate, Washington State Center for Court Research

Kelly Warner-King, Co-Director, Court Improvement Training Academy

Rob Wyman, Co-Director, Court Improvement Training Academy

Introduction

The Court Improvement Program (CIP) Steering Committee met on March 15, 2019 and reviewed the status of CIP projects, statewide dependency performance data, and the draft CIP budget. Information was presented from the Child and Family Services Review and plans for the Program Improvement Plan (PIP). The committee discussed permanency summits and visitation forums facilitated by the Permanency CQI Workgroup. Information was presented regarding the court's involvement in the new vision for child welfare.

The Washington State Court Improvement Program staff will continue to improve working relationships with the new child welfare agency, Department of Children, Youth and Families (DCYF), to improve policies and processes around child welfare, including a focus on the Child and Family Services Review (CFSR) and improving data sharing. The Washington State CFSR was conducted in 2018 and the Program Improvement Plan is going through its first review. Also, in 2018, DCYF received a federal grant, Permanency from Day-One, and included the CIP and court partners in the planning process for implementation.

Washington State sent a team of seven to the State Team Planning meeting April 23-24, 2019, in Washington D.C. to continue creation of a joint vision to better serve children and families. The following child welfare system vision statement for Washington State was created: Collaborative system promoting safe and healthy families and communities. The department and courts will work together with our partners to create collaborative plans that will support this vision. In so doing, the Permanency CQI Work Group has been revamped to include more of our child welfare partners to form the Innovative Dependency Court Collaborative, which now serves as the CIP multi-disciplinary task force.

This strategic plan will be the guide by which the Washington State CIP will allocate grant funding and other resources towards improving outcomes for children and families.

Outcome #1: Timely, thorough and complete court hearings

Need Driving Activities:

- Dependency and termination of parental rights (TPR) filings remain at a steady high when numbers increased in 2010. A total of 4,989 dependency cases were filed in 2017. Termination filings have also increased at 2, 043 in 2017. While compliance with time to fact-finding has remained steady at 65%, the percentage of cases reaching permanency before 15 months of out-of-home care has remained at 28%, and the percentage of adoptions within six months of the termination order decreased to 37%. In an effort to increase the number of children achieving timely reunification/permanency, the CIP Director is co-leading, along with DCYF, a team of multi-disciplinary stakeholders (including CFSR staff) to review data, identify targets for performance improvement, and work in a collaborative effort with the stakeholders in areas where improvements are needed.
- In 2008 the Washington State Legislature passed a bill establishing the Family and Juvenile Court Improvement Program (FJCIP) and provided grant funding for 16 counties to participate. Emphasis was placed on the principle of One Family/One Team, specific training for judicial officers, longer judicial rotations in family and juvenile courts, early mediation, and case management. FJCIP Coordinators were hired for each participating county to coordinate cases. Washington State Center for Court Research (WSCCR) was tasked with measuring performance of FJCIP courts using the Dependency Timeliness Report. Data shows that FJCIP courts exceed performance compared to non-FJCIP courts in timeliness measures. FJCIP coordinators also use the interactive dependency timeliness report (IDTR), which is updated monthly, to track their dependency cases.
- In March 2015, the CIP Steering Committee was asked to provide oversight of the FJCIP courts in order to provide guidance for continuous quality improvement of the program. The CIP Committee agreed to fulfill the need for oversight. FJCIP expenditures have been used as the match for the CIP grants for several years. The FJCIP Oversight Committee will keep the CIP Director and Steering Committee informed of program needs and progress.

Data Sources:

Dependent Children in Washington: Case Timeliness and Outcomes 2017 Annual Report:

<http://www.courts.wa.gov/subsite/wscrr/docs/2017DTR.pdf>

[RCW 2.56.230](#) – Family and Juvenile Court Improvement Grant Program

Strategic Category: X Capacity Building X Court Function Improvement X Systemic Reform

Measurable Objective #1	Increase the number of children achieving timely reunification/permanency.
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<ul style="list-style-type: none"> • CIP team will participate in the Innovative Dependency Court Collaborative (IDCC), which will include ongoing communication that supports a shared understanding and alignment of work across the child welfare system. • IDCC will use data to identify issues and engage counties with low percentage of children achieving timely permanency to work with local partners on solutions, including Permanency Summits and Family Time Forums. • IDCC will identify counties with high percentage of children achieving timely permanency and review their process. • In collaboration with DCYF and Attorney General's Office, and as data is available, track and identify: <ul style="list-style-type: none"> - Critical dates associated with termination referrals. - Timely and accurate recording of compelling reasons in court orders. - Best methods for tracking court continuances. • FJCIP Oversight Committee will review data regarding FJCIP courts on a semi-annual basis to identify opportunities for learning and improvement. • Court Improvement Training Academy (CITA) will work with FJCIP courts and Tables of Ten to plan and provide permanency summits.
CIP Funding Stream <i>Grant(s) used to fund activity.</i>	Basic, Training
Collaborative Partners <i>Responsible parties and partners involved</i>	CIP Director, WSCCR, CITA, DCYF, and dependency court partners, and FJCIP Oversight Committee, judges and coordinators.
Timeframe <i>Proposed completion date or "ongoing"</i>	Ongoing.
Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Areas for improvement will be identified and work will begin with local stakeholders to develop solutions. Areas of need and responses will be shared with the learning community encompassing FJCIP and FJLC.
Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Increased percentage of children achieving timely permanency without increased rates of return to care.
Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FamLink, Odyssey, and IDTR.
Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	All of the collaborative partners listed above will be informed throughout the process and monthly data updates will be provided through the IDTR to show

	<p>progress. The FJCIP Oversight Committee will review data regarding FJCIP Courts on a semi-annual basis. The CIP Steering Committee will review data annually to evaluate and consider further activities to address improvements based on need. The Innovative Dependency Court Collaborative will meet on a regular basis to review data and projects.</p>
--	--

Measurable Objective #2	Provide oversight of the Family and Juvenile Court Improvement Programs
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>FJCIP Oversight Committee will review FJCIP program reports and assist in design of program improvement when necessary, stay current on research about best practices, and provide training and program assistance. CIP Director will coordinate monthly FJCIP Community of Practice to share information about best practices.</p>
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	<p>Basic, Training</p>
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	<p>FJCIP Oversight Committee: FJCIP Chief Judges, Supervisors and Coordinators, CIP Director, CASA, CITA, and WSCCR.</p>
<p>Timeframe <i>Proposed completion date or "ongoing"</i></p>	<p>Ongoing</p>
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Continual court improvement based on developing strategies of best practices.</p>
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>FJCIP courts will improve their timeliness measures reported in the Dependency Timeliness Report.</p>
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>Semi-annual reports provided by each FJCIP court. Interactive Dependency Timeliness Report provided by WSCCR.</p>
<p>Feedback Vehicle Stakeholders the data will be shared with and methodology/products for dissemination.</p>	<p>An annual report will be prepared about the FJCIP program and presented to the FJCIP Chief Judges, Supervisors and Coordinators, Superior Court Judges' Association-Family and Juvenile Law Committee (SJCA-FJLC), CASA, CITA, WSCCR, legislators, and CIP Steering Committee.</p>

Outcome #2: High quality legal representation for parents, children and DCYF.

Need Driving Activities:

- Parents Representation: The Washington State Office of Public Defense (OPD) Parents Representation Program (PRP) provides state-funded attorney representation and case support services to indigent parents, custodians, and legal guardians involved in child dependency and termination of parental rights proceedings. Key elements of the PRP include: the implementation of case load limits and professional attorney standards; access to expert services and independent social workers; OPD oversight; and ongoing training and support. The program now operates in all of Washington's 39 counties. Since its inception, the PRP has been evaluated numerous times showing positive results. In a recent evaluation of the program, the PRP's enhanced legal representation was shown to reduce the days to establishing permanency for children in foster care by speeding up reunification with parents, or where reunification was not possible by speeding up permanency through guardianship or adoption. This program is operating well with continued funding from the Washington State legislature and will not be an area of focus for the CIP, other than providing funding for continuing education. In November 2016, CIP sponsored the Region 10 Parent Representation Leadership Forum. An action plan was developed for raising the bar for parent representation, especially in the area of parent-child visitation.
- To gain competence and requisite knowledge to effectively handle dependency and termination of parental rights cases, judges and attorneys must be educated in a variety of specialized topics. Local, expansive and inexpensive training opportunities are relatively rare for many jurisdictions. The Children's Justice Conference affords judicial officers and attorneys an opportunity to receive education on topics as diverse as childhood development, effects of trauma, substance abuse treatment, judicial leadership, ICWA issues, parent engagement, and racial and ethnic disparity. CIP funding supports judicial and FJCIP attendance at the CJC. Judicial officers need specific training for handling dependency and termination of parental rights cases.

Data Sources:

Office of Public Defense website: www.opd.wa.gov

Mark E. Courtney & Jennifer L. Hook, Evaluation of the impact of enhanced parental legal representation on the timing of permanency outcomes for children in foster care, Children and Youth Services Review 34, 1337-1343 (2012)

Children's Justice Conference: <http://www.dshscjc.com>

Strategic Category: X Capacity Building X Court Function Improvement X Systemic Reform

Measurable Objective #1	Meaningful discussion of Family Time occurs before and during hearings.
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<ul style="list-style-type: none"> • CIP Team will participate with DCYF in development of new visitation model and infrastructure. • Family Time Forums will be held at the county level where local collaborative stakeholders work on implementation of the revised parent-child visitation policy, to include education and creation of a shared improvement plan tailored to their community.
CIP Funding Stream <i>Grant(s) used to fund activity.</i>	Basic, Training
Collaborative Partners <i>Responsible parties and partners involved</i>	DCYF, Office of Public Defense, judicial officers, CASAs, Assistant Attorneys General, Office of Civil Legal Aid, CIP, and CITA.
Timeframe <i>Proposed completion date or “ongoing”</i>	Ongoing.
Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Quality court hearings protecting due process rights for children and parents to spend quality time together.
Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Increased family time and reduction in supervised visits where safe and appropriate.
Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FAMLINK and Odyssey
Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	Visitation data measured before and after forums, will be provided to the local stakeholders, as well as their statewide leaders. Information will also be shared with the CIP Steering Committee, Innovative Dependency Court Collaborative, Commission on Children in Foster Care, and the legislature.

<p>Measurable Objective #2</p>	<p>Improve understanding of local dependency court system.</p>
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> • CITA will work with Children’s Justice Conference (CJC) organizers to develop a legal track for the conference focusing on issues of interest to judicial officers, attorneys, CASAs, and GALs and providing legal training for non-attorneys on child welfare legal issues. • CITA will provide an annual in-depth dependency training session for judicial officers, including awareness of federal dependency and permanency timelines in addition to the state statutes. • CITA will provide cross-system training utilizing the American Bar Association (ABA) Child Safety Guide and an increased emphasis on the use of reasonable efforts findings with the goal of better understanding how to access information about services that are available in families’ communities.
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	<p>Training and Basic</p>
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	<p>Judicial officers, Office of Public Defense, Attorney General’s Office, DCYF, Office of Civil Legal Aid, Guardians ad Litem, CASAs, CITA, and the SCJA</p>
<p>Timeframe <i>Proposed completion date or “ongoing”</i></p>	<p>Ongoing</p>
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Provide judicial officers and attorneys with high quality education about dependency and termination legal issues, FFPSA, child development, substance abuse, trauma and resilience, domestic violence, trafficking, parental engagement and involvement, etc.</p>
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Increase number of judicial officers receiving dependency training.</p>
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>Timeliness measures, captured in FamLink and Odyssey will continue to improve with appropriate and consistent judicial education.</p>
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>CJC evaluations are completed by attendees, including requests for future session topics and shared with the Children’s Justice Task Force (CJTF), for which CIP Director serves as consultant. CJTF analyzes evaluations for future session topics and consultants. Feedback will be shared with the SCJA Family and Juvenile Law Committee, CIP Steering Committee, and FJCIP Oversight Committee to receive comments and suggestions for future CJCs.</p>

	<p>Attendees of CITA dependency trainings will be surveyed and results will be shared with the CIP Steering Committee. SCJA training evaluations are completed by attendees and reviewed by the SCJA Education Committee.</p>
--	---

Outcome #3: Engagement of the entire family in child welfare proceedings

Need Driving Activities:

- Parents for Parents (P4P) is a peer outreach and education program provided by parents who have successfully navigated the juvenile dependency court system to parents who have recently become engaged with the dependency system. The program provides early outreach and education about the dependency program through a parent-led Dependency 101 class. The program increases parental court participation and compliance with court orders. P4P programs have used CIP funds for program start-up, with continued funding coming from various sources. In some counties the program is administered by the Superior Court; however in other counties the program is administered by community organizations. In both instances there is strong collaboration with the court system.

P4P programs are currently active in the following counties: Benton-Franklin, Clallam, Clark, Grays Harbor, King, Kitsap, Pierce, Snohomish, Spokane, Thurston/Mason/Lewis and Whatcom. Process and outcome evaluations performed by the National Council of Juvenile and Family Court Judges (NCJFCJ) of the King County P4P Program, found that participating in the P4P program and attending Dependency 101 training resulted in increased compliance with case plans and visitation, and participants had a greater rate of reunification and lower rate of termination of parental rights compared to non-participants. Due to the success of the P4P programs, the model was used to develop P4P programs in five other counties, using CIP funds. Other counties in Washington State could benefit from this successful intervention. The goal is to implement this program statewide as funding becomes available.

The biggest challenge of the P4P programs has been funding the programs beyond initial implementation. In 2015 the Washington State Legislature passed 2SSB5486 and provided funding for the existing P4P programs, as well as an appropriation to cover an evaluation during the second year funding cycle. The Office of Public Defense administers the funds as a pass-through to a nonprofit organization to provide administration of the program. The legislation required a preliminary report to the legislature by December 1, 2016. The preliminary report included statistics showing rates of attendance at court hearings and compliance with court-ordered services and visitation. The report also addressed whether participation in the program affected participants' overall understanding of the dependency court process. A subsequent report must be delivered to the legislature by December 1, 2019. In addition to the information required in the preliminary report, this report must include statistics demonstrating the effect of the program on reunification rates and lengths of time families were engaged in the dependency court system before achieving permanency. In 2017 a budget

proposal was approved by the legislature to fund four additional P4P programs which have been implemented. In each of the counties where CIP has held permanency summits, the counties have expressed a need and desire for P4P. Some have implemented portions of the program as resources allow, but lack the funding to fully implement the P4P program. The Permanency from Day-One grant, along with funding approved in the 2019 legislature, will provide funding for P4P implementation in all but four counties. CIP funding is needed in order to provide the P4P program statewide.

- The courts need a system with reliable, fast and inexpensive paternity test results which will allow fathers and their extended families to engage earlier in the dependency processes. Research shows nonresident fathers who are engaged early in the dependency process are more likely to become involved fathers. Nonresident fathers' involvement with their children is associated with a higher likelihood of a reunification outcome and lower likelihood of an adoption outcome. Children with highly involved nonresident fathers are also discharged from foster care more quickly than those with less or no involvement. A father's involvement is also associated with children's well-being and with lower levels of behavior problems. Not resolving paternity early in dependency cases increases costs associated with assigning counsel, as well as costs for evaluations and remedial services and publication costs. Additionally, stakeholders might not be as open to engaging alleged fathers (some counties may not offer services until paternity is established or may not be as focused on engaging alleged fathers until they know they are the biological father) and fathers may be less receptive to the process because they are not interested in participating unless they are the biological parent. Additionally relative placement exploration is delayed, potentially increasing foster care cost and delaying a placement where the child might be more comfortable with family. Timely resolution of paternity issues is both in the best interests of the child and essential to avoiding delays at subsequent points in the court process. Reports from the pilot project have been submitted and results show significant cost savings. Most of the FJCIP courts recognized the value and have implemented the paternity testing program. In 2019 the Washington State Legislature determined the Finding Fathers in Dependency Cases program meritorious in advancing the child welfare goals of the state and passed a budget appropriation to not only fully fund existing paternity testing programs, but to implement the program statewide.
- House Bill 2591 (2016 Legislative Session) requires the court in a dependency hearing to establish whether the department provided adequate and timely notice to the child's caregiver, whether a caregiver's report was received by the court, and whether the court provided the caregiver with an opportunity to be heard in court. Information from caregivers may prove highly valuable to the court in considering issues such as visitation, health care, and educational issues concerning a child. The caregivers can provide information concerning a child's functioning, behavior, special needs and overall adjustment of the child to placement. If the caregiver appears in court, they should be acknowledged and invited to provide any information they may have. If logistics or other events

preclude a personal appearance, the caregivers should be encouraged to submit a written report to the court. Pattern forms for dependency hearings were recently revised to include check boxes for attorneys to check and clerks to document in the case management system. DCYF has agreed to make changes to their Caregiver Report template to include the CGRR docket code. Per the statute, the Administrative Office of the Courts (AOC) is responsible for gathering the data and providing an annual report detailing how caregivers are receiving timely notification of dependency hearings and whether caregivers submitted reports to the court. In order for AOC to provide an accurate report, it is important that these boxes are checked correctly and the clerks enter the information into the case management system.

Data Sources:

Dependent Children in Washington: Case Timeliness and Outcomes 2017 Annual Report:

<http://www.courts.wa.gov/subsite/wsccl/docs/2017DTR.pdf>

Duarte, "King County Model Court Final Report", p. 5, October 17, 2013

[2SSB 5486](#) – 2015 legislation creating the Parents for Parents Program

Harris, Leslie Joan. "[Involving Nonresident Fathers in Dependency Cases: New Efforts, New Problems, New Solutions.](#)" *Journal of Family Studies* 9, 2007, 281, 307.

Henry Chen, Karin Malm, & Erica Zielewski, [More about the Dads: Exploring Associations between Non-resident Father Involvement and Child Welfare Case Outcomes.](#) (2008), available at

Office on Child Abuse and Neglect, U.S. Children's Bureau Rosenberg, Jeffrey, Wilcox, W. Bradford, [The Importance of Fathers in the Healthy Development of Children](#) (2006)

[National Council of Juvenile and Family Court Judges Adoption Guidelines](#), 2000.

[HB 2591](#) Notifying foster parents of dependency hearings and their opportunity to be heard in those hearings.

Strategic Category: X Capacity Building X Court Function Improvement X Systemic Reform

Measurable Objective #1	Early establishment of biological paternity to facilitate engagement of paternal family
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<ul style="list-style-type: none"> • CIP Director and staff from Office of Public Defense, worked with Washington State Center for Court Research to prepare a project report which was disseminated to courts statewide (completed 2017). • Research potential costs for statewide implementation and request legislative funding (completed 2018). • Implement Finding Fathers in Dependency program statewide (scheduled for completion in 2020).
CIP Funding Stream <i>Grant(s) used to fund activity.</i>	Basic
Collaborative Partners <i>Responsible parties and partners involved</i>	CIP Director, Administrative Office of the Courts, Office of Public Defense, and Washington State Center for Court Research.
Timeframe <i>Proposed completion date or “ongoing”</i>	2020
Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Early identification of the biological father increases opportunities for the child to engage with relatives and decreases time to permanency.
Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Provide the system with reliable, fast and inexpensive paternity test results which will allow fathers to engage earlier in the dependency process. Early identification and engagement of fathers will enable courts to better meet dependency timelines, reduce costs associated with multiple alleged-fathers and foster care costs associated with delayed relative placements, reunification and permanency planning.
Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	Odyssey
Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	Results from the pilot project were shared with the CIP Steering Committee, SCJA-FJLC, Commission on Children in Foster Care, and juvenile court partners throughout Washington State to determine if this project should be replicated statewide. Information regarding this project will be shared with these groups, including the Innovative Dependency Court Collaborative, as the project moves forward.

Measurable Objective #2	Improve notification of caregivers regarding dependency hearings.
Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Monitor court data collected regarding timely and adequate notice of dependency hearings provided to caregivers and whether caregiver reports are provided to the court.
CIP Funding Stream <i>Grant(s) used to fund activity.</i>	Data, Basic
Collaborative Partners <i>Responsible parties and partners involved</i>	CIP, DCYF, Attorney General's Office, Clerk's Office, and judicial officers.
Timeframe <i>Proposed completion date or "ongoing"</i>	Ongoing
Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Increased opportunity for caregivers to participate in dependency hearings, whether in person or by providing a written report to the court.
Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Increased number of timely hearing notices provided to caregivers.
Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	Odyssey
Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	A data dashboard with information regarding notices and caregiver reports will be provided monthly to recipients of the interactive dependency timeliness report and will also be included in the annual dependency timeliness report to the legislature.

Measurable Objective #3	Increase reunification
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> • Continue support of the Parents for Parents (P4P) program statewide implementation. • Support P4P Statewide conference to ensure program quality and fidelity of implementation. • Support P4P evaluation efforts.
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	Basic
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	Superior Courts, Children’s Home Society, P4P programs, and CIP Director.
<p>Timeframe <i>Proposed completion date or “ongoing”</i></p>	Ongoing.
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	P4P will continue to provide support to parents in the dependency system.
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	Data should indicate increased compliance with court-ordered service plans, increase in parents’ compliance with court-ordered visitation at the review hearing. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P4P, parental anxiety is reduced about the dependency process, and parental perceptions of CPS are improved.
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	FamLink, Odyssey, case reviews, surveys.
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	P4P program evaluation will be provided to the CIP Director and Children’s Home Society and be shared with the legislature, CIP Steering Committee, Innovative Dependency Court Collaborative and Commissioner on Children in Foster Care.

Outcome #4: Physical, social and emotional well-being needs of children and youth

Need Driving Activities & Data Source:

- The Commission on Children in Foster Care supports the annual Youth Leadership Summit, where foster youth are given a voice and an opportunity to share their concerns, challenges and suggestions for foster care system improvements. Policymakers, advocates and community members work alongside youth to address the proposed reforms. Numerous legislative and policy reforms have been implemented based upon proposals and subsequent advocacy that resulted from Youth Leadership Summits. The summit is funded by contributions from Casey Family Programs, Center for Children and Youth Justice, DCYF and CIP grant funds. Funding is needed in order for the Mockingbird Society to continue to host this event as a form of continuous quality improvement in the foster care system.
- To gain competence and requisite knowledge to effectively handle dependency and termination cases, judges and attorneys must be educated in a variety of specialized topics. Local, expansive and inexpensive training opportunities are relatively rare for many jurisdictions. The Children's Justice Conference affords judicial officers and attorneys an opportunity to receive education on topics as diverse as childhood development, effects of trauma, substance abuse treatment, domestic violence, child abuse, homeless youth, and racial disparity and disproportionality. Funding is needed to pay for registration, pro tem fees, and travel expenses for judicial officers to attend.
- The Family First Prevention Services Act signed into law February 9, 2018, requires the CIP to provide training for judges, attorneys and other legal personnel in child welfare about the new changes made to federal policy and reimbursement for children placed in settings that are not foster family homes (Sec. 50741(c))

Data Sources:

Mockingbird Society: <http://www.mockingbirdsociety.org/>

Children's Justice Conference: <http://www.dshscjc.com/>

University of Washington Court Improvement Training Academy: <http://www.uwcita.org/>

Family First Prevention Services Act: <https://www.congress.gov/bill/115th-congress/house-bill/253>

Strategic Category: X Capacity Building X Court Function Improvement X Systemic Reform

<p>Measurable Objective #1</p>	<p>Give youth a meaningful voice at both policy and practice level.</p>
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> • Former Foster Youth position added to CIP Steering Committee (completed) • CIP funds will assist the Mockingbird Society with hosting the annual Youth Leadership Summit where youth are able to articulate their thoughts and ideas for improving the foster care system. • Former foster youth will be invited to participate as presenters in training sessions for judicial officers and encourage local dependency teams to invite foster youth representatives to participate in Permanency Summits and Visitation Forums. A video of the youth will be created for use when it is not feasible for the youth to participate in person.
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	<p>Basic</p>
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	<p>Mockingbird Society youth chapters and leadership, Passion to Action youth group, Commission on Children in Foster Care, Casey Family Programs, Center for Children and Youth Justice, DCYF, CITA and CIP Director</p>
<p>Timeframe <i>Proposed completion date or “ongoing”</i></p>	<p>Ongoing.</p>
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Policymakers, advocates and community members will work alongside youth to address proposed reforms. Judicial officers and other child welfare partners will have a better understanding of the needs of foster youth as they share their stories in a training environment.</p>
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Foster youth feel they have been heard. Policies and laws are changed to improve physical, social and well-being needs of youth in foster care.</p>
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>Annual newsletter produced by Mockingbird Society.</p>
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>A summit report is produced by Mockingbird Society to memorialize the proposals presented at the youth summit. This report is shared with CCFC, legislators, and child welfare partners. Changes made in policy and legislation as a result of the proposals are reported in the annual Mockingbird Society newsletter. Training attendees will evaluate the impact of the youth participation and share thoughts with CIP Director and Permanency CQI Workgroup.</p>

Measurable Objective #2	Increase judicial officer and other court partners' awareness of physical, social and emotional well-being needs of children and youth.
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> • CIP funds will support attendance of judicial officers to the Children's Justice Conference (CJC). CIP Director will inform judicial officers, FJCIP Coordinators, and attorneys of other trainings/webinars/educational literature that become available on relevant topics. • Monthly Dependency Practice Tips will include topics regarding the well-being needs of children and youth, which are distributed to judicial officers and court partners statewide. • CITA will provide training for judges, attorneys and other court personnel in child welfare about the changes made to federal policy and reimbursement for children placed in settings that are not foster family homes. CIP will provide information in a Dependency Practice Tip. • CIP and DCYF will partner to provide a statewide child welfare system partner conference to address the new prevention focused vision for child welfare, IV-E funding for child and parent representation, and Qualified Residential Treatment Program (QRTP).
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	Basic
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	DCYF, CITA, CIP Director, state and tribal judicial officers, FJCIP Coordinators, AAG, CASAs, Office of Public Defense, and Office of Civil Legal Aid.
<p>Timeframe <i>Proposed completion date or "ongoing"</i></p>	Ongoing.
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	Provide judicial officers and FJCIP Coordinators with high quality education through the CJC training and monthly Dependency Practice Tips about childhood development, effects of trauma, substance abuse treatment, domestic violence, child abuse, homeless youth, trafficking, and racial and ethnic disparity, etc.
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	Timeliness measures will continue to improve with appropriate and consistent judicial education.
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	FamLink and Odyssey
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	CJC evaluations are completed by attendees, including requests for future session topics and shared with the Children's Justice Task Force (CJTF), for which CIP Director serves as consultant. CJTF

	analyzes evaluations for future session topics to verify and plan for identified needed training. Feedback will be shared with the SCJA-FJLC and CIP Steering Committee to receive comments and suggestions for future CJs.
--	---

Outcome #5: Indian Child Welfare Act (ICWA) compliance

Need Driving Activities

On June 8, 2016, the Bureau for Indian Affairs (BIA) released the Final Rule on the Indian Child Welfare Act (ICWA). The final regulations are intended to provide clarity and certainty in interpreting the law in a way that is consistent with Congress's intent and other existing federal child welfare laws. Several judicial officers attended the ICWA Summit in October, 2016, which included a presentation by the BIA regarding the new regulations. In addition, information was emailed to all Superior Court judicial officers regarding the new regulations. ICWA was included in the Child Abuse and Neglect Institute training held in March 2017, Dependency Boot Camp held March 2018, and the Dependency Court Practice for Judicial Officers training held March 2019. Information was included in a Dependency Practice Tip, which included a link to online ICWA training provided by the Children's Bureau. A link to the National Council of Juvenile and Family Court Judges (NCJFCJ) ICWA Bench Book was provided to judicial officers and FJCIP coordinators. Additional training for judicial officers is necessary in order to further increase awareness of the ICWA.

The Children's Administration performed an Indian Child Welfare Case Review in 2015, which included information on compliance with court requirements.

- Was the child's Tribe(s) given legal notice prior to dependency fact finding and termination hearings? 65% compliance
- Was the child's Tribe(s) notified prior to all dependency reviews in addition to fact finding and termination hearings? 48% compliance
- Was there a qualified Indian expert witness for all dependency fact finding and termination proceedings? 41% compliance.

CIP needs to work with DCYF to increase compliance in these areas. DCYF will perform another Indian Child Welfare Case Review in 2019, and the CIP Director will work with DCYF staff to determine areas needing improvement.

Data Sources:

25 CFR 23 – Indian Child Welfare Act (ICWA) Proceedings ([Final Rule](#)), June 8, 2016

Indian Child Welfare Case Review – Washington State Tribes and The Department of Social and Health Services Children's Administration 2015 Report State and Regional Results

Strategic Category: X Capacity Building X Court Function Improvement X Systemic Reform

Measurable Objective #1	Train judicial officers on new ICWA regulations.
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>Provide a reminder to judicial officers about the new ICWA regulations, the revised policies put in place by Children’s Administration, and a link to the new online ICWA training modules provided by the Capacity Building Center for Courts. Continue to include ICWA in judicial officer dependency trainings and Dependency Practice Tips.</p>
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	<p>Basic.</p>
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	<p>CIP Director, CITA, judicial officers, and FJCIP coordinators.</p>
<p>Timeframe <i>Proposed completion date or “ongoing”</i></p>	<p>September 2017. Ongoing.</p>
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Judicial officers will be better informed regarding ICWA.</p>
<p>Target Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Compliance with ICWA will increase.</p>
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>FamLink and Odyssey</p>
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>CIP Director will work with judicial officers through SCJA FJLC and CIP Steering Committee to determine further needs for training on the new ICWA regulations.</p>

Measurable Objective #2	Improve compliance on ICWA court requirements.
<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>Perform root cause analysis regarding three court requirements listed in the 2015 ICWA report, with a focus on Region 3 and develop an action plan. Compare to 2019 ICW Case Review, perform root cause analysis and develop an action plan for improvement.</p>
<p>CIP Funding Stream <i>Grant(s) used to fund activity.</i></p>	<p>Basic.</p>
<p>Collaborative Partners <i>Responsible parties and partners involved</i></p>	<p>CIP Director, DCYF Director of Tribal Relations, Attorney General’s Office, CITA, judicial officers, and FJCIP coordinators.</p>
<p>Timeframe <i>Proposed completion date or “ongoing”</i></p>	<p>Ongoing.</p>
<p>Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Action plan for improving ICWA compliance.</p>
<p>CATarget Improvement <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Compliance with ICWA will increase.</p>
<p>Data Source <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>FamLink and Odyssey</p>
<p>Feedback Vehicle <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>ICWA Case Reviews are conducted by DCYF every 3 years and will be shared with CIP Steering Committee and Commission on Children in Foster Care.</p>